



Advancing Excellence and Inclusiveness in Local Government

Agenda
September 8, 2023
9:00 am PT/noon ET

Board of Directors

Samantha Tavares
President

Bob Harrison
President-Elect

Raymond Gonzales
Immediate Past President

Marcus Steele
Vice President for Membership

Ramiro Inguanzo
Vice President for Professional Development

Gricelda Estrada
Vice President for Career Advancement

At-Large Directors:

Carlos Baia
Past ICMA Board Member

Noel Bernal

Mariana Bojorquez

Raoul Lavin

Alejandra Lopez

Ramón Pérez-Goizueta

Matt Rivera

Ramiro Salazar

Hazel Wetherford
Board Liaison

A. Call to Order/Roll Call/Welcome

B. APPROVAL: Consent Agenda – Receive and Approve

1. Board Meeting Summary August 4, 2023*
2. Board Meeting Attendance Report for 2023/2022*
3. Financial Reports End of August 2023*

C. DISCUSSION/APPROVAL:

1. Review and Approve the LGHN Board of Directors Election Results for 2023 through 2025*
2. Discuss LGHN Affiliate Membership Rates.* - **Samantha Tavares**

D. Discussion:

1. Discuss Hispanic Heritage Month Activities
 - a. PM magazine article
 - b. Chapters' celebrations
 - c. Other
2. Review LGHN Activities at the 2023 ICMA Conference, Austin, TX – **Christine Butterfield**
 - a. Itinerary at ICMA*
 - b. Review Annual Dinner Registration
 - c. Discuss and Volunteer to Staff the Exhibit Hall LGHN Booth
*Set up 10:00 am Saturday (Central Texas Chapter assisting)
from 3:30 to 6:30 pm Sunday
from 11:30 to 4:00 pm Monday
from 11:30 to 3:00 pm Tuesday
Pack up 3:00 pm Tuesday (Central Texas Chapter assisting)*
3. LGHN Committee Update* – **Board Chairs**
 - a. Debrief August 6 and 7, 2023 – Experiencia Puerto Rico [Experiencia Puerto Rico](#) (LGHN booth/promotions and Noel Bernal keynote presenter) – **Noel Bernal**
4. Biennial Conference Planning and Sponsorship Update – **Samantha Tavares**
5. LGHN Board Liaison Reports
 - a. ICMA Board and ICMA International Committee – **Victor Cardenas**
 - b. MissionSquare – **Ines Guerrero**
 - c. NACA – **Gabe Rodriguez**

*Supporting documents included

Victor Cardenas

ICMA Liaison

Gabe Rodriguez

NACA Liaison

Ines Guerrero

MissionSquare

Retirement Liaison

E. Informational Items

1. Discuss Chapters' Meeting Agenda for September 15, 2023 – **Marcus Steele**
 - a. Updated “*Now you are a chapter, what’s next?*” guide
 - b. Spanish language community engagement tools and practices discussion
2. Discuss New ICMA Affiliate Agreement Terms and Renewal Process – **Christine Butterfield**

F. Future Board Meeting Agenda Items

1. Review and Approve the Biennial Conference Rates and Program – *TBD*
2. Affiliate Agreement with the Illinois LGHN Chapter – *TBD 2023*
3. Budget Update, Fees Review and Baker Tilly Performance Review – *TBD*
4. Discuss chapters' promotional items and distribution plan
5. Review and Discuss Board Member Meetings with Potential Corporate Sponsors – *Ongoing*
 - a. Sustaining sponsorship outreach goal \$150,000
 - b. Biennial conference sponsorship goal of \$100,000

G. Future Meeting Dates and LGHN 2023 Events

1. September 8, 2023 - LGHN Board Meeting
2. *September 14, 2023 – ICMA Conference presentations due*
3. October 1-4, 2023 – ICMA Annual Conference, Austin, TX
4. October 13, 2023 - LGHN Board Meeting
5. November 3, 2023 – LGHN Board Meeting
6. December 1, 2023 - LGHN Board Meeting
7. January 5, 2024 - LGHN Board Meeting
8. January 17, 18 and 19 – LGHN 2023/24 Biennial Conference, City of Mesa, AZ
9. January 20 – LGHN Board of Directors Annual Retreat, City of Scottsdale, AZ
10. February 2, 2024 - LGHN Board Meeting

H. Adjournment



Board Meeting Summary of August 4, 2023

Board Members in Attendance: Samantha Tavares (President), Bob Harrison, Raymond Gonzales, Marcus Steele, Carlos Baia, Noel Bernal, Mariana Bojorquez, Raoul Lavin, Alejandra Lopez, Ramiro Salazar, and Hazel Wetherford

Board Members Absent: Ramiro Inguanzo, Gricelda Estrada, Ramon Perez-Goizueta, and Matt Rivera

Board Liaisons in Attendance: Victor Cardenas, and Ines Guerrero

LGHN Staff: Karen Davis and Jenny Sudo

1) Call to Order/Roll Call/Welcome

Samantha Tavares called the meeting to order at 9:05 am PT.

2) APPROVAL: Consent Agenda – Receive and Approve

- a. Board Meeting Summary July 7, 2022
- b. Board Meeting Attendance Report for 2023/2022
- c. Financial Reports End of July 2023

Motion to approve by Bob Harrison

Seconded by Ramiro Salazar

Unanimously approved

3) DISCUSSION/APPROVAL

1. *No items*

4) DISCUSSION

a. Discuss LGHN Affiliate Membership Rates

Board member comments:

Alex: *Provide information on numbers of members for each affiliate.*

Marcus: *LGHN offerings are very robust; member access is very important. Consider making offerings for members only. GFOA and other affiliate offerings should be behind the firewall.*

Raoul: *Consider 3-4 free webinars and then they must join to have access to the offerings.*

Samantha: *Major webinars should be for members only; maybe one webinar per quarter is open to anyone.*

Alex: *Look at comp membership for a year (especially for small jurisdictions) to show what LGHN has to offer.*

Noel: *TCMA example is that jurisdictions must have a “sponsor” to get up to a one-year free membership. The sponsor would walk them through the onboarding process.*

Bob: *LGHN services are extensive – we should focus on chapters and not individual memberships. He has never heard a complaint about LGHN membership rates. (Karen suggested that the board think about how to transition local government memberships with limited number of members into a chapter or other category.)*

Samantha: *We need to take all the LGHN benefits and organize them into 3-5 categories that we can use for talking points.*

Marcus *will provide an example of a slide deck with talking points to organize benefits.*

Bob: *If we are looking to make changes for 2024, we need to get information to the membership very soon. (Karen told the board this would be on the next agenda for further discussion.)*

b. Review LGHN Itinerary at ICMA

The schedule for the ICMA conference was presented, with a comment about the opioid session being moved to 8:30 am on Tuesday, October 3 to avoid a conflict with another opioid session in the afternoon.

Alex asked how we can get more LGHN members on ICMA committees. Karen reviewed the process of outreach to members encouraging them to apply, and LGHN's ability to review the list of applicants and make recommendations. For the current year, there were few LGHN members on the list. Ines suggested the item be put on the February/March agendas to discuss a strategy to encourage more members to apply. Karen noted that in the past, the board had a committee that targeted members and reached out directly to encourage them to apply. Victor also recommended that LGHN work with the next ICMA liaison to increase participation.

c. LGHN Committee Updates

International (Noel): The committee is working with Isabel at ICMA to put together an added-value training program for South/Central America and the Caribbean. For the Puerto Rico conference, Noel will represent LGHN. There will be a booth with information about LGHN and LGHN will show our commitment to continuing the relationship and keep our connection going. The committee is also working to identify content for the LGHN biennial conference and support their needs.

Nominations (Karen): The ballots for LGHN board will close on Friday, August 11, 2023.

Career Advancement (Samantha): The session for the Madrinas y Padrinos DiSC assessment was very good and well received. For the future, we need to find incentives for everyone to attend. The session was long and several people had to jump off the session. The group will meet again next month and meet one-on-one on an ongoing basis.

Membership (Marcus): No major updates. Working with the chapters to encourage attendance at the LGHN biennial conference. Marcus and Karen met with Surprise, AZ about membership and will follow up in a few weeks. The chapters have been asked to review and comment on the toolkit before the September chapters meeting.

Communication/Marketing (Hazel): The committee is forming and has set a meeting date. The next steps include developing an action plan and creating a LinkedIn account.

d. Biennial Conference Planning and Sponsorship Update

Samantha reported that the chamber and managers office is assisting with outreach, and they have feelers out to various companies. Letters will go out the week of August 14 (approximately 80 letters).

e. LGHN Board Liaison Reports

No updates.

f. Miscellaneous

Alex asked if LGHN has communicated with GFOA about moving the biennial conference. Samantha responded that they were involved in our board discussion. She added that she has seen 4-5 conferences move out of Florida, including one in 2025.

Alex report on the Central Texas Chapter event in Austin in late August. She will provide a description and link for members to sign up for the event (it will be in-person and virtual). The information will be included in the newsletter that will go out the week of August 14 and can also be sent as an eblast.

5) Informational Items

1. Debrief LGHN July Events
 - a. Affiliates and LGHN webinars on July 11 and 20, 2023 – **Ramiro Inguanzo**
 - b. Madrinas y Padrinos DiSC Assessment Session on July 27, 2023 – **Gricelda Estrada**
2. Discuss Chapters' Meeting Agenda for September 21, 2023 – **Marcus Steele**
 - a. Updated "Now you are a chapter, what's next?" guide
 - b. Spanish language community engagement tools and practices discussion

3. *October 1-4, 2023 – ICMA Annual Conference, Austin, TX – **Samantha Tavares***
 - a. *October 1, 2023 – Connect Employees and Community Members in a Conversation About Diversity, Equity and Inclusion to Add Value to Your Community (NFBPA)
from 8:15 am to 9:15 am
location to be determined*
 - b. *October 1-3, 2023 – LGHN Booth in Exhibit Hall (Staffing Opportunities)
Set up 10:00 am Saturday
from 4:00 to 6:00 pm Sunday
from 10:00 to 4:00 pm Monday
from 10:00 to 2:00 pm Tuesday
Pack up 3:00 pm Tuesday*
 - c. *October 1, 2023 – LGHN Annual Dinner at Stubb's Bar-B-Q
Stubb's BBQ (stubbsaustin.com)
from 6:30 pm to 10:00 pm
(President's challenge: board members invite five paying guests. Results shared at September meeting.)*
 - d. *October 2, 2023 – Affiliates' Reception (LGHN, NFBPA, I-NAPA and NACA)
from 5:30 pm to 8:00 pm
Austin Grand Ballroom in Salon K*
 - e. *October 3, 2023 – NFBPA Breakfast
from 7:00 am to 8:15 am in Ballroom C
(Purchase tickets at ICMA or NFBPA)*
 - f. *October 3, 2023 – Opioid Addiction and Public Health Practices (LGHN)
from 1:30 pm to 2:30 pm in Meeting Room 7*
 - g. *October 3, 2023 – Strategies to Bridge the Housing Gap and Plan for Site and Develop Workforce Housing (NACA)
from 4:00 pm to 5:00 pm in Ballroom D*

6) Future Board Meeting Agenda Items

1. Review and Approve the Biennial Conference Rates and Program – TBD
2. Affiliate Agreement with the Illinois LGHN Chapter – TBD 2023
3. Budget Update, Fees Review and Baker Tilly Performance Review – Summer 2023
4. ICMA Affiliate Agreement Renewal – Fall/Winter 2023
5. Discuss chapters' promotional items and distribution plan
6. Review and Discuss Board Member Meetings with Potential Corporate Sponsors – Ongoing
 - a. Sustaining sponsorship outreach goal \$150,000
 - b. Biennial conference sponsorship goal of \$100,000

7) Future Meeting Dates and LGHN 2023 Events

1. August 4, 2023 – LGHN Board Meeting
2. August 6 and 7, 2023 – Experiencia Puerto Rico [Experiencia Puerto Rico](#) (LGHN booth/promotions and Noel Bernal keynote presenter)
3. August 14, 2023 – ICMA Conference presentations due
4. August 24, 2023 – Juntos Colorado
5. September 1, 2023 - LGHN Board Meeting
6. September 26, 2023 – Madrinas y Padrinos Check-in and Training
7. October 1-4, 2023 – ICMA Annual Conference, Austin, TX
8. October 6, 2023 - LGHN Board Meeting
9. November 3, 2023 – LGHN Board Meeting
10. December 1, 2023 - LGHN Board Meeting
11. January 5, 2024 - LGHN Board Meeting
12. January 17, 18 and 19 – LGHN 2023/24 Biennial Conference, Mesa, AZ
13. February 2, 2024 - LGHN Board Meeting

Samantha Tavares adjourned the meeting 10:00 am PT.

Board of Directors Meeting Attendance 2023 and 2022

<i>Name</i>	<i>12/22</i>	<i>1/23</i>	<i>2/23</i>	<i>3/23</i>	<i>4/23</i>	<i>5/23</i>	<i>6/23</i>	<i>7/23</i>	<i>8/23</i>	<i>9/23</i>	<i>ICMA 10/1-10/4</i>	<i>11/23</i>	<i>12/23</i>
Samantha Tavares	A	X	X	X	A	X	X	X	X		Attending		
Bob Harrison	X	X	X	A	X	X	X	X	X		Attending		
Raymond Gonzales	A	A	A	A	A	A	A	A	A				
Ramiro Inguanzo	A	A	X	A	X	A	X	X	A				
Gricelda Estrada	A	A	A	X	X	X	A	X	A				
Carlos Baia	X	X	X	X	X	X	X	X	X				
Raoul Lavin	A	X	X	A	X	X	X	A	X				
Noel Bernal	X	X	X	X	A	A	A	A	X				
Mariana Bojorquez	X	X	A	X	A	X	A	A	X				
Alejandra Lopez	X	X	X	X	A	X	X	X	X				
Ramón Pérez-Goizueta	A	A	X	X	A	A	X	A	A				
Ramiro Salazar	A	X	X	A	A	X	X	A	X				
Marcus Steele	A	X	X	X	A	X	X	X	X				
Matt Rivera	A	X	A	X	X	X	X	X	A		Attending		
Hazel Wetherford	X	A	X	X	A	X	X	X	X				
Victor Cardenas (ICMA Board)	A	X	X	X	A	X	A	X	X				
Gabriel Rodriguez (NACA Board)	X	X	A	A	A	X	X	X	A		Attending		
Ines Guerrero (MissionSquare)	A	X	A	X	A	X	X	X	X				

Updated July 30, 2023

Board of Directors Meeting Attendance 2023 and 2022

Name	Workshop 1/22	2/22	3/22	4/22	5/22	6/22	7/22	8/22	9/22	ICMA	10/22	LGHN Annual Meeting	Retreat 11/22
Raymond Gonzales	Present	Absent	Present	Absent	Absent	Present	Present	Absent	Absent		Present		Absent
Samantha Tavares	Present	Absent	Present	Present	Present	Present	Present	Present	Absent	X	Present	X	Present
Rolando Fernandez	Present	Present	Present	Present	Present	Present	Present	Present	Present		Present		Absent
Bob Harrison	Present	Absent	Present	Present	Present	Absent		Absent	Present		Present		Present
Ramiro Inguanzo	Present	Present	Present	Present	Present	Present	Present	Present	Present		Present		Present
Gricelda Estrada	Present	Present	Absent	NFBPA	Absent	Absent	Present	Present	Present		Present	X	Present
Carlos Baia	Present	Present	Present	Present	Absent	Absent	Present	Present	Present		Transition	X	Present
Noel Bernal	Present	NFBPA	Present	Present	Absent	Present	Transition	Transition	Present	X	Present	X	Present
Mariana Bojorquez	Absent	Present	Present	Present	Present	Present	Present	Present	Absent		Absent	X	Present
Alejandra Lopez						Present	Present	Present	Present	X	Present	X	Present
Raoul Lavin	Present	Present	Absent	Present	Present	Florida CMA	Present	Present	Absent	X	Present	X	Present
Ramón Pérez-Goizueta	Present	Absent	Present	Absent	Present	Present	Present	Absent	Absent		Absent		Absent
Ramiro Salazar	Absent	Present	Absent	Absent	Absent	Present	Present	Present	Present		Present		Absent
Marcus Steele	Absent	Present	Present	Present	Present	Absent	Absent	Present	Present	X	Present	X	Present
Matt Rivera	Present	Present	Present	Absent	Present	Present	Present	Present	Present	X	Present	X	Present
Hazel Wetherford											X		
Victor Cardenas	Present	Present	Present	Present	Present	Present	Present	Present	Present	X	Absent		Absent
Gabriel Rodriguez	Present	Present	Present	Present	Present	Present	Present	Present	Present	X	Absent	X	Present

Local Government Hispanic Network

Profit & Loss Budget vs. Actual

January through December 2023

	Jan - Dec 23	Budget
Ordinary Income/Expense		
Income		
43400 · Direct Public Support		
43450 · Individual Support	40.58	
43455 · Corporate Support	65,000.00	55,000.00
43457 · Scholarship	5,989.28	4,000.00
Total 43400 · Direct Public Support	71,029.86	59,000.00
46400 · Other Types of Income		
46410 · Advertising Sales	133,150.00	191,250.00
46430 · Miscellaneous Revenue	1,200.00	500.00
Total 46400 · Other Types of Income	134,350.00	191,750.00
47200 · Program Income		
47209 · Annual Meeting Sponsorship	2,000.00	
47230 · Membership Dues		
47231 · Chapters	11,000.00	40,000.00
47232 · Corporate	0.00	0.00
47233 · Individual	8,809.17	3,000.00
47234 · Local Government	16,850.00	7,500.00
47237 · Regional Chapter Florida-LG	4,882.29	
47238 · Regional Chapter Florida-SM	2,858.79	
47239 · Regional Chapter Illinois	3,750.00	
47240 · Regional Chapter Central Texas	2,833.33	
47241 · Regional Chapter Colorado	7,916.66	
Total 47230 · Membership Dues	58,900.24	50,500.00
47270 · LGHN Dinner Registrations	2,500.00	16,000.00
47271 · LGHN Dinner Sponsorships	0.00	0.00
Total 47200 · Program Income	63,400.24	66,500.00
49000 · Special Events Income		
49010 · Special Events Contributions	0.00	5,000.00
Total 49000 · Special Events Income	0.00	5,000.00
Total Income	268,780.10	322,250.00
Gross Profit	268,780.10	322,250.00
Expense		
60900 · Business Expenses		
60920 · Business Registration Fees	90.00	120.00
60960 · Merchant Services Fees	5,964.66	9,000.00
Total 60900 · Business Expenses	6,054.66	9,120.00
62100 · Contract Services		
62110 · Accounting Fees	1,000.00	1,200.00
62150 · Outside Contract Services	104,224.64	185,000.00
Total 62100 · Contract Services	105,224.64	186,200.00
65000 · Operations		
65009 · Computer Software	853.37	1,600.00
65020 · Postage, Mailing Service	611.16	1,000.00
65030 · Printing and Copying	0.00	500.00
65040 · Supplies	4.62	10.00
65050 · Telephone, Telecommunications	1,570.67	2,000.00
65060 · Website	8,045.38	12,000.00
Total 65000 · Operations	11,085.20	17,110.00
65100 · Other Types of Expenses		
Board of Directors Retreat	0.00	1,500.00
65110 · Advertising/Marketing Expenses	479.40	4,000.00

Local Government Hispanic Network Profit & Loss Budget vs. Actual January through December 2023

	<u>Jan - Dec 23</u>	<u>Budget</u>
65120 · Insurance - Liability, D and O	905.00	1,000.00
65140 · Contributions	1,500.00	1,500.00
65160 · Other Costs	0.00	500.00
65170 · Scholarships Awarded	0.00	1,600.00
65180 · Special Events	0.00	7,000.00
65185 · Program Activities		
Catering	4,745.50	12,000.00
Entertainment	0.00	1,500.00
Other Costs	16,887.50	1,200.00
Postage/Shipping	0.00	500.00
Printing/Copy	0.00	500.00
Stipends and Speaker Fees	0.00	1,600.00
Total 65185 · Program Activities	<u>21,633.00</u>	<u>17,300.00</u>
65190 · Special Projects, Chap Support	0.00	5,000.00
Total 65100 · Other Types of Expenses	<u>24,517.40</u>	<u>39,400.00</u>
68300 · Travel and Meetings		
68310 · Conf, Conv, Meeting-Nat'l	573.24	5,000.00
68320 · Meeting Travel-Reg'l	0.00	1,000.00
Total 68300 · Travel and Meetings	<u>573.24</u>	<u>6,000.00</u>
Total Expense	<u>147,455.14</u>	<u>257,830.00</u>
Net Ordinary Income	<u>121,324.96</u>	<u>64,420.00</u>
Net Income	<u><u>121,324.96</u></u>	<u><u>64,420.00</u></u>

Local Government Hispanic Network
Account Listing
August 30, 2023

Account	Balance Total	Description
10000 · US Bank - checking	176,434.16	
10000 · US Bank - checking:Frances Gonzalez Scholarship	20,310.04	
10000 · US Bank - checking:Joel Valdez	428.03	
10000 · US Bank - checking:LGHN Conference	0.00	
10000 · US Bank - checking:Operating Cash	132,350.74	
10000 · US Bank - checking:Operating Reserves	23,345.35	
25001 · Florida Chapter Payable	2,310.55	LGHN owes to the LFLG chapter
25003 · Illinois Chapter Payable	17.87	LGHN owes to the IL-LGHN chapter
25004 · Colorado Chapter Payable	3,698.39	LGHN owes to the Jutos Colorado chapter
25005 · Central TX Chapter Payable	1,838.95	LGHN owes to the CTX Chapter.
True Operating Cash	124,484.98	



LGHN Board of Directors

2023 Election Results

Terms Begin in November

LGHN board members elected in 2023 serving through 2025

- Gricelda Estrada (incumbent), Vice President for Career Advancement
Grand Rapids, Michigan
- Ramiro Inguanzo (incumbent), Vice President for Professional Development
Bal Harbour, Florida

At-Large Directors:

- Mario Diaz (new member), North Miami Beach, Florida
- Alejandra Lopez (incumbent), San Antonio, Texas
- Hazel Weatherford (incumbent), Dublin, California
- Aaron Zavala (new member), Petaluma, California

LGHN board members elected in 2022 serving through 2024

- Samantha Tavares, President, Phoenix, Arizona
- Bob Harrison, President-Elect, Yakima, Washington
- Raymond Gonzales, Immediate Past President, Denver, Colorado
- Marcus Steele, Vice President for Membership

At-Large Directors:

- Noel Bernal, Adams County, Colorado
- Marianne Bojorquez, Evanston, Illinois
- Matt Rivera, Adams County, Colorado
- Ramiro Salazar, San Antonio, Texas
- Carlos Baia, Temple Terrace, Florida (past ICMA board member)

Departing board members

- Raoul Lavin, Tallahassee, FL
- Ramón Pérez-Goizueta, Washington, DC



Summary of LGHN Dues and Proposed Increases

Following Up Information Requested at the August 4, 2023, Board of Directors' Meeting

I. LGHN Individual Membership Benefits:

- A. Networking
- B. Host/co-sponsor regional events
- C. Free webinars and access to online training by LGHN and affiliates
- D. Receive monthly newsletter and periodic e-blasts
- E. Succession planning and career counseling through structured Madrinas y Padrinos Coaching
- F. Reduced rates at biennial conference and regional events
- G. Event planning assistance
- H. Links to other professional associations' events
- I. Contribute ideas and experience to professional development through LGHN committees
- J. Opportunity to serve on the LGHN board of directors and guide the organization
- K. Access to LGHN database/directory
- L. Access to LGHN weekly job board
- M. Opportunity for professional development stipends & scholarships for professional development
- N. GFOA offers 2 scholarships/year for Certified Public Finance Officer certification program
- O. Access to GFOA scholarships and other member benefits
- P. Access to GFOA "community board" for information sharing (in process).

All memberships below include all benefits for individual membership, plus the following additional benefits:

- **Small Local Government Membership, 1-999 Employees:**
 - 7 memberships from your jurisdiction
 - Unlimited job postings (\$250 per posting value)
- **Large Local Government Membership, 1,000+ Employees:**
 - 15 memberships from your jurisdiction
 - Unlimited job postings (\$250 per posting value)

Small and Large Single Jurisdiction Chapter Membership / Small and Large Regional Chapter Membership:

- Unlimited memberships from chapter member jurisdiction
- Automatic membership in both LGHN and the chapter
- Unlimited job postings (\$250 per posting value)

II. Examples of large and small jurisdictions professional association dues based on population or FTEs.

Membership Types	ICMA	GFOA	NACA	NFBPA	LGHN Local Government	LGHN Local Government Chapter	LGHN Regional/State Chapters
A large jurisdiction, 300-400k population, and greater than 1,000 EEs	\$8,400 estimated cost of seven memberships	\$2,805 (#mbrs: 15)	\$2,625 (#mbrs: 15)	\$5,500 (#mbrs: 2)	\$1,500 (#mbrs: 15)	\$2,000 (Unlimited)	\$1,000 (Unlimited)
A large jurisdiction, 200-300k population, and greater than 1,000 EEs	\$4,800 estimated cost of four memberships	\$2,645 (#mbrs: 15)	\$2,625 (#mbrs: 15)	\$5,500 (#mbrs: 2)	\$1,500 (#mbrs: 15)	\$2,000 (Unlimited)	\$1,000 (Unlimited)
A small jurisdiction, less than 30k population, and less than 300 EEs	\$2,400 estimated cost of two memberships	\$2,200 (#mbrs: 15)	\$1,875 (#mbrs: 15)	\$1,100 (#mbrs: 2)	\$750 (#mbrs: 7)	\$1,000 (Unlimited)	\$500 (Unlimited)

III. Scenarios for Existing LGHN Dues Structure and Similar Dues from Other Organizations

	Individual Membership	Local Government (1 City) 1-999 Emp.	Local Government (1 City) 1000+ Emp.	Single Jurisdiction Chapter 1-999 Emp.	Single Jurisdiction Chapter 1000+ Emp.	Regional Chapter 1-999 Emp.	Regional Chapter 1000+ Emp.
LGHN	\$175	\$750	\$1,500	\$1,000	\$2,000	\$500	\$1,000
LGHN proposed	No Change	\$1,000	\$2,250	\$1,500	\$2,750	\$600	\$1,500
NFBPA	\$200	\$1,100	\$5,500	\$2,200	\$5,500	n/a	n/a
NACA	\$35	\$1,875	\$2,625	\$1,875	\$2,625	n/a	n/a
GFOA	\$225	\$2,200	\$2,805	\$2,200	\$2,645	n/a	n/a
ICMA	\$1,200	\$4,800	\$8,400	\$4,800	\$8,400	n/a	n/a

Hispanic Voices in Local Government:

Building Inclusion into a Changing Workplace

In celebration of National Hispanic Heritage Month, members of the Local Government Hispanic Network share their perspectives.

BY SAMANTHA TAVARES

The local government workplace, long a locus of stability, is in flux like never before. With the arrival of Generation Z (Gen Z) employees, there are now four generations—millennials, Generation X, and baby boomers, as well as Gen Z—with vastly different outlooks and expectations working alongside each other.

As baby boomers retire and more than half of state and local workers are thinking of leaving their jobs,¹ cities and counties are faced with the challenge of attracting younger workers who don't respond to the same recruitment strategies that have worked on their predecessors. Diversity and inclusion are more important to workers than ever, but the how and why of diversity efforts vary widely based on age, race, ethnicity, geography, gender, and other factors. With the lingering impact of the COVID-19 pandemic and rapid



Attendees of a Juntos Colorado (LGHN's Colorado Chapter) quarterly meeting and fundraiser. Photo provided by Joe Camacho.

technological changes added to the mix, local governments face both challenges and opportunities that will determine what they will look like and how they will operate for years to come.

As we observe National Hispanic Heritage Month, we spoke with members of the Local Government Hispanic Network (LGHN) for their perspectives on the state of the local government workplace,

why they chose public service, and what everyone can do to strengthen the profession. With Hispanic and Latino populations growing quickly in communities across the United States, LGHN

advocates for and advances the development of public service professionals at the local level, serving to create programs and services that address issues of importance to the Hispanic/Latino population. We spoke with members who have been in local government from a few years to a few decades, representing a range of generations and geographical locations, to hear their observations about the state of local government and how to make the workplace more welcoming, diverse, and effective for employees and the communities they serve.

Diana Gallego



As manager for human resources and workforce development for Tallahassee, Florida, with responsibilities that include recruitment, benefits, safety and wellness, Diana Gallego has a unique understanding of the challenges local governments face. And as a millennial Latina, she understands that an inclusive, welcoming workplace is key to the city's recruitment and retention efforts, especially for younger people just entering the workforce.

"I'm mindful there are differences between generations, which contributes to my personal expectation of inclusion in the workplace," Gallego says. "My city's leadership values diversity and makes an effort to promote equity, celebrate diversity, and respect differences."

But those values are just the start of the work instead of the end result, Gallego notes. "We need to think about how we embed our values into the processes so they don't fall through the cracks. If your goal is to hire diverse candidates, what do you do about it? One way to do this is by establishing a diverse hiring panel with representatives from various groups—gender, race, ethnicity, and age."

For Gallego, a comparison to private-sector hiring shows that the public sector has a ways to go when it comes to marketing itself and the positions it offers, even though it can compete well on the purpose, value, and meaning of the work. She notes that many private-sector organizations are ahead of local government when it comes to understanding what's important to workers, conveying the benefits of working with them, and building a brand that resonates with job seekers.

"As local governments, we have an inherent challenge when it comes to attracting younger talent. We do better leaning into the branding of our organizations and strategically getting the message out about who we are," she says. "While older workers typically place a high value on pensions and benefits, younger workers want to find meaningful work and be able to try different things before they settle into something they want to do for a while. It's a balance to resonate with these diverse audiences."

As a millennial navigating the local government workplace, Gallego has found value in belonging to LGHN and appreciates the benefits it offers members in organizations across the country.

"It's a network where most of the members are past the 10-

year mark in local government, so they've been through a lot," Gallego says. "When I'm going through a difficult situation and weighing pros and cons, I pick up the phone, and they're always happy to share their experience."

Rolando Fernandez



Rolando Fernandez came to local government after another stint in public service as a member of the U.S. Air Force—a transition that continues to influence how he sees his work for the city of Austin. For him, it's important to develop a shared vision and mission, an understanding of the task at hand, and what the end result should look like. Once everyone on the team has committed to the mission, that's when the different perspectives that team members bring become critical to success.

"In the military, you work with people of all ages, ethnicities, and backgrounds," says Fernandez, who serves as deputy director for the Austin Convention Center. "They don't necessarily train you on the importance of diversity and inclusion, but in my perspective, you have to get the job done and if you don't, bad things happen. The military sets it up to where you lose your identity for a while—you're a soldier or an airman; you're part of something bigger than yourself."

Once the shared mission is established, Fernandez

says, the inclusion of different perspectives becomes critical to success, and a leader who fails to consider the opinions and ideas of others risks failure.

"If the others are different from me, I'm going to get better results," he says. "I'm not doing my job well if I'm not including a wide range of perspectives in the process. Know that I'm going to ask you, and know that I want you to come completely prepared to contribute."

Fernandez brings other perspectives to his understanding of public service leadership: his Mexican American identity, his status as a first-generation college student and military member, the father of three girls who is committed to seeing women achieve equality. As a member of Gen X, Fernandez has a different perspective on leadership than what was considered traditional in earlier generations.

"You can feel like there's always something to prove, but that's not always the case, and it can be empowering to step back and recognize that supporting my team doesn't mean I have to be out in front all the time," he says. "The biggest challenge is often our experience, and the things we've been through can make it hard to step back."

But if Fernandez spends his days encouraging a diversity of perspectives, he also knows the value of finding people who have been through what he's been through—and he turns to LGHN for that. He relishes the opportunity to encounter people older than him who have experience to share, people his own age to share challenges with, and younger generations he can mentor just as he was mentored.

"It's good to have people with a different outlook on your life,

and it's also important to have people who have gone through the same journey as you," he says. "You have to have both on your bench."

Joe Camacho



As race equity coordinator for Adams County, Colorado, Joe Camacho understands that each generation reacts differently to issues of diversity, equity, and inclusion—both within local government and the communities they serve.

In his position, Camacho is developing, coordinating, and implementing programs in Adams County that address the racial and ethnic disparities exacerbated by the pandemic. His approach centers on community engagement and actively incorporating the perspectives of those most affected by these disparities.

Camacho, a millennial, finds that younger workers tend to understand the need for and the benefits of his work immediately, while some other employees require what he calls "a little additional onboarding" about the importance of boosting equity and opportunity across the county.

"There are people who are well intentioned but have questions like, 'why are we focusing on race?' But this topic that's sometimes seen as touchy or taboo, we are calling it out as loudly as we can," Camacho says.

"When we use a race equity lens to look at outcomes, we want to be able to break down barriers for all minoritized

groups and identities, because what is a barrier for one identity is often a barrier for other identities."

Though Camacho is new to local government, he came to the county from education, drawn by the opportunity to move into diversity, equity, and inclusion work. And while his efforts are directed externally at improving the outcomes of county residents, he understands the value of efforts internal to local government, such as LGHN, and how they carry outward to the communities that employees serve.

"When we have organizations like LGHN, NFBPA [the National Forum for Black Public Administrators], and I-NAPA [the International Network of Asian Public Administrators], they aim to increase representation and enhance employee engagement," Camacho says. "Those of us in local government want support, community, and a sense of belonging. When we have organizations like LGHN, they give us space to connect with others like us who face similar struggles, and we learn to navigate difficult situations and uncomfortable conversations."

Magda Gonzalez



As a 15-year-old growing up in Redwood City, California, Magda Gonzalez was placed in a summer program at a neighborhood community center to learn more about the organization and how it was run. After the summer was over,

she continued working in the city government, working after school in parks and recreation, human resources, and finance.

After college and law school, Gonzalez returned to the community center—this time to manage the entire operation—before working her way up to the position of Redwood City's deputy city manager, and later as city manager in two nearby communities. The lesson, she says, is about knowing what a little encouraging nudge can mean to someone who might not be expecting it.

"Someone took an interest in me as this little brown girl and it made all the difference in the world," says Gonzalez, who was required in high school to keep her grades up as a condition of her work for the city. "For them it wasn't a big deal, but for me, it changed my life."

Gonzalez, now a public sector advisory consultant with Baker Tilly and a past president of LGHN, is part of the Baby Boom generation that's beginning to retire from local government after occupying positions of leadership over the past few decades. Gonzalez served as city manager for the California cities of East Palo Alto and Half Moon Bay, starting at a time when women were even less represented in the top jobs than they are today.

While Gonzalez worked for leaders who valued diversity in a county that always had a lot of female leaders, Gonzalez remembers going to conferences and meetings and understanding how different her perspective was as a Latina in a sector where many leadership positions were held by older white men.

Once she became a city manager herself, Gonzalez prioritized work that broadened community impact and gave

access to populations that had been traditionally marginalized. Her efforts included providing simultaneous translation of meetings and starting citizen academies to build civic engagement—running one academy in Spanish and another in English to increase representative participation.

"We as local government have to meet people where they are," she says. "The traditional outreach methods don't work for everybody, and they may not work for anybody. If the goal is to get more voices involved; what does that look like versus checking boxes and saying, well, we had two meetings."

To Gonzalez, making communities welcoming and diverse requires them to truly reflect their residents. She points to the way that police and fire jobs often attract generations of the same family because people see from a young age what the benefits and responsibilities of the job are. She'd like to ensure that women and people of color are afforded these opportunities, just as teenage Magda was years ago.

"You can't be what you don't see," she says. "Our local governments don't reflect our communities, so how do we change that, especially at the top? Having people with different perspectives and being cognizant of how that improves a community really makes a difference." **PM**

ENDNOTE

¹<https://icma.org/articles/pm-magazine/workforce-trends-watch-2023>

SAMANTHA TAVARES

is president of the Local Government Hispanic Network. She is also a special projects administrator in the city manager's office of Phoenix, Arizona.





Saturday, 9/30	Sunday, 10/1	Monday, 10/2	Tuesday, 10/3	Wednesday, 10/4
<p>AM</p> <ul style="list-style-type: none"> Set up LGHN booth #1230 from 10:00 am to 5:00 pm See page two for schedule and volunteers 	<p>AM</p> <ul style="list-style-type: none"> <u>Affiliate leaders meeting</u> TBD <u>Connect Employees and Community Members in a Conversation About Diversity, Equity and Inclusion to Add Value to the Your Community (NFBPA)</u> from 8:15 am to 9:15 am 	<p>AM</p> <ul style="list-style-type: none"> MissionSquare City and County Manager’s Breakfast at 7:00 am (registration required) LGHN booth open at 11:30 am (Staffed by TBD) 	<p>AM</p> <ul style="list-style-type: none"> NFBPA Breakfast 7 am (ticketed event) (Attendees: Christine Butterfield and TBD) <u>Opioid Addiction and Public Health Practices (LGHN)</u> Session from 8:30 am - 9:30 am Meeting Room 7 (Moderator: Matt Rivera and Adams County with Bob Harrison and NFBPA) LGHN booth open at 11:30 am (Staffed by TBD) 	<p>AM</p> <ul style="list-style-type: none"> Staff to ship booth and supplies to Arizona for the Biennial Conference
<p>PM</p> <ul style="list-style-type: none"> ICMA Leadership Networking Event 7:00 pm to 9:30 pm Hotel Van Zandt 600 Davis Street Austin, TX (Attendees: Samantha Tavares, Bob Harrison and Christine Butterfield) 	<p>PM</p> <ul style="list-style-type: none"> Exhibit hall and LGHN booth opens at 3:30 pm through 6:30 pm <i>(Staffed by LGHN members TBD)</i> LGHN annual dinner (ticketed event) at Stubb’s BBQ from 6:35 pm to 10:00 pm (Presenters: Samantha Tavares, LGHN board and MissionSquare) 	<p>PM</p> <ul style="list-style-type: none"> LGHN booth closes at 4:00 pm (Staffed by TBD) <u>Affiliates’ Reception (LGHN, NFBPA, I-NAPA and NACA)</u> from 5:30 pm to 8:00 pm Austin Grand Ballroom in Salon K 	<p>PM</p> <ul style="list-style-type: none"> LGHN booth closes at 3:00 pm close and packed up to ship to Arizona for the Biennial Conference (Staffed by TBD) <u>Strategies to Bridge the Housing Gap and Plan for, Site and Develop Workforce Housing (NACA)</u> from 4:00 pm to 5:00 pm in Ballroom D 	<p>PM</p>

Updated August 31, 2023

➤ **LGHN Exhibit Hall Booth Volunteer Schedule**

- Set up 10:00 am Saturday – Christine and ?? (Rolando and team to assist)
- from 3:30 to 6:30 pm Sunday - TBD
- from 11:30 to 4:00 pm Monday – Christine and ??
- from 11:30 to 3:00 pm Tuesday – Christine and
- Pack up – Christine and ?? (Rolando and team to assist)



**International Committee Meeting
August 28, 2023**

Puerto Rico Conference 2023 Debrief

- Successful conference
- Better organized than 2022 and wasn't overwhelming for LGHN members
- Line-up of speakers was good including NLC along with time for Puerto Rico to speak about governance transition to home rule. ICMA members discussed the US local governments' forms of governance. Presentation well reviewed and likely due to the preparation in advance by the ICMA panel.
- FEDOMU, FLACA, MUPA, Liga Municipal Dominicana, AHMON, Ecuador and invite to the **LGHN Mesa, AZ Biennial Conference in 2024**
 - Contact Victor D' Aza
 - Stephanie Scheker - Liga Municipal Dominicana
 - stephaniescheker@hotmail.com
- Work with Isabelle to target invites to these groups to attend LGHN board meeting and attend the conference and perhaps reception.

- LGHN conference should highlight infrastructure projects to attract these groups (wastewater, water conservation, public improvements, etc.)
- Consider developing international sessions “idea exchange” with attendees at the **LGHN conference**
 - Infrastructure and public improvements/investments
 - Economic development
 - Include IBTS on panel
- **HOLD** a separate session International Partners
 - Discuss relationship building expectations
 - Present ICMA member profile and services
 - Present LGHN member profile and services
 - Present the certificate program

CY 2022 and 2023 Work Plan: LGHN and ICMA - Updated August 24, 2023

Leadership and General

Goal	Owner	Outcome(s)	Timeframe	Notes/Tracking
Establish and monitor annual work plan	LGHN and ICMA staff	<ul style="list-style-type: none"> Jointly recruit new members to both organizations Identify strategic partners who can provide financial or in-kind support for leadership development 	January annually	Completed in 2022 Not completed in 2023
Establish a Calendar of Events	ICMA staff	<ul style="list-style-type: none"> Avoid scheduling conflicts Improve awareness of events and activities 	ICMA exploring LGHN on ICMA calendar page	Incomplete
Appoint non-voting ICMA liaison to LGHN Executive Committee and Board of Directors	ICMA President	<ul style="list-style-type: none"> Provide communicative and substantive link between ICMA and LGHN leadership Attend LGHN conference Confirm appointee after ICMA Board elections 	Victor Cardenas (term expires October 2023)	New liaison slated for appointment in October 2023 Jorge Gonzalez, Village of Bal Harbour, FL
Appoint past ICMA Executive Board member as voting member of the LGHN Board of Directors	LGHN President	<ul style="list-style-type: none"> Provide communicative and substantive link between ICMA and LGHN leadership Confirm appointee during LGHN Board election process 		See above
Meeting between LGHN and ICMA Presidents, Presidents-elect, ICMA Executive Board Liaison, and their respective Executive Directors	LGHN and ICMA staff	<ul style="list-style-type: none"> Discuss common goals and objectives and for the purpose of coordinating mutual activities 	National Affiliates Meeting with ICMA Board: September 18, 2022 from 10:30 to 11:30 am Requested goals and strategic plan meeting	Incomplete in 2021, 2022 and 2023 to date

			Get to Know Your Affiliates: September 20 from 2:30 to 3:30 pm CANCELLED	
			Baker Tilly offered to prepare and to lead affiliate discussion July 19, 2023. Waiting for ICMA to confirm a date.	
LGHN will identify an LGHN member who is also an ICMA member in service to local government in each of the five U.S. ICMA regions to serve on the ICMA Regional Nominating Committees	LGHN and ICMA staff	<ul style="list-style-type: none"> Assist in advancing ICMA's goal of having a more inclusive Board and nominating process After the ICMA annual conference, or as notified by ICMA staff 		Outreach conducted annually by LGHN. <i>LGHN member who do not meet the membership and five-year service criteria are prohibited from serving.</i>
Membership				
Goal	Owner	Outcome(s)	Timeframe	Notes/Tracking
Joint membership campaign	LGHN and ICMA staff	<ul style="list-style-type: none"> Increase membership in both LGHN and ICMA Increase dual membership Increase awareness of membership benefits for both associations. 	Complete initial and follow up outreach by end of January. Report results in March.	Completed in 2022 No joint outreach in 2023
Provide LGHN with information on Hispanic membership in ICMA	ICMA staff	<ul style="list-style-type: none"> Identify trends and issues in ICMA's equity and inclusion efforts 	July, in coordination with ICMA's fiscal year.	<i>ICMA staff requested in January 2023 that this activity be placed on hold until staff vacancy filled</i>
Publications				
Goal	Owner	Outcome(s)	Timeframe	Notes/Tracking
Publish a <i>PM Magazine</i> article submitted by LGHN (September issue/Hispanic Heritage Month)	LGHN and ICMA staff Communication and Marketing Committee	<ul style="list-style-type: none"> Expand content provided to ICMA membership Enhance visibility of LGHN within ICMA's market 	<i>As determined by LGHN</i>	Article development and published 9/22. Article drafted and submitted for 9/23 issue of PM magazine.

Publish one full page, full color ad and one-half page, black and white ad for LGHN in <i>PM Magazine</i>	LGHN and ICMA staff Communication and Marketing Committee	<ul style="list-style-type: none"> Assist with LGHN national/regional conference promotions 	<i>As determined by LGHN</i>	TBD for 2023
Publish articles submitted by LGHN in at least 3 editions of Leadership Matters	LGHN and ICMA staff Communication and Marketing Committee	<ul style="list-style-type: none"> Expand content provided to ICMA membership Enhance visibility of LGHN within ICMA's market 	<i>As determined by LGHN</i>	<ul style="list-style-type: none"> ICMA to provide calendar to LGHN by July 1 annually Two-week lead time Annual membership meeting Chicago, IL 2022 – <i>ICMA rep did not attend</i>
Publish articles submitted by ICMA in at least 3 LGHN eblasts	LGHN and ICMA staff	<ul style="list-style-type: none"> Expand content provided to LGHN membership Enhance visibility of ICMA within LGHN's market 	<i>As determined by ICMA</i>	<i>PM magazine article published 9/22 but uncertain about eblasts??</i>
Conferences				
Goal	Owner	Outcome(s)	Timeframe	Notes/Tracking
Ensure LGHN representative appointment to the ICMA conference planning committee	LGHN and ICMA staff	<ul style="list-style-type: none"> Create a more inclusive planning process Keep LGHN leadership and staff informed on the process ICMA annual conference, once the call for appointments is made 	Marcus Steele	Marcus Steele for 2022 and Samantha Tavares for 2023 Bob Harrison for 2024 (Matt Rivera alternate)
Provide information to LGHN members on ICMA conference scholarships via eblast	LGHN and ICMA staff	<ul style="list-style-type: none"> Expand market for scholarship recipients After scholarships and deadlines are announced, until deadline 	When	TBD
Publicize any social activities planned for LGHN members and their guests on ICMA's communication channels	LGHN and ICMA staff	<ul style="list-style-type: none"> Enhance visibility of LGHN events within ICMA's market Include the events as part of the conference experience 	When	<ul style="list-style-type: none"> LGHN requested in 2021, 2022 and will again in 2023 for ICMA to promote LGHN dinner and reception in conference registration materials for 2022 <i>Board members on stage at opening session 2023</i>

Promoting each organization via literature included in conference attendee bags	LGHN and ICMA staff	<ul style="list-style-type: none"> Enhance visibility of LGHN within ICMA's market 	<i>ICMA doing away with bags</i>	LGHN, NFBPA and I-NAPA developed postcard with QR code and scholarship fund promotion for ICMA conference
Provide 4 complimentary registrations to the ICMA annual conference	LGHN and ICMA staff	<ul style="list-style-type: none"> Ensure inclusion of LGHN leadership and/or staff 	September	Done
Provide complimentary exhibit space at the ICMA annual conference	LGHN and ICMA staff	<ul style="list-style-type: none"> Enhance visibility of LGHN within ICMA's market 	As soon as exhibit hall space is available for reservation, when for 2022	Done
LGHN will present at least 1 educational session at the ICMA annual conference	LGHN and ICMA staff	<ul style="list-style-type: none"> Expand content provided to ICMA membership 	In correlation with the Call for Presentations. Typically, January-March, though 2023 may be opened in late 2022.	<ul style="list-style-type: none"> Presented 8 sessions at ICMA in 2022 Presenting 4 sessions at ICMA 2023 Sent 4 delegates to Puerto Rico sustainability conference 2022 Sent 1 delegate to Puerto Rico in 2023 One session at GFOA annual and LGHN and GFOA information session in 2023 Opening session welcome from LGHN and one session sponsored at NFBPA Five sessions offered at LGHN annual membership meeting at GFOA in 2022 18-24 LGHN member webinars annually
Provide 4 invitations to each other's annual dinners held during the ICMA annual conference	LGHN and ICMA staff	<ul style="list-style-type: none"> Promote collaboration between ICMA and LGHN leadership 	Invitations sent to Robert and Rob	????

Leadership Development

Goal	Owner	Outcome(s)	Timeframe	Notes/Tracking
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LGHN will provide one reviewer for the Local Government Management Fellowship Advisory Board	LGHN and ICMA staff	<ul style="list-style-type: none"> • Create a more inclusive review process 	<i>No longer relevant</i>	When?
Pursue the development and funding of potential professional development opportunities for minorities and women	LGHN and ICMA staff	<ul style="list-style-type: none"> • Expand content provided to LGHN and ICMA membership • Advance the missions of both associations 	<i>TBD by LGHN and ICMA</i>	Following three briefing meetings with Jeremy Fitogen. ICMA shared 15 sponsorship contacts in early 2023.

LGHN Interests discussed with ICMA staff in late August 2023

- **ICMA to provide two scholarships to LGHN members to attend Puerto Rico and other international partnership opportunities. Include LGHN board member on the International Committee.**
- **ICMA to hold more than one (and add a range) annual conference session placeholders for LGHN**
- **Discuss more strategic E-newsletter collaboration. Perhaps quarterly LGHN article from the President of the Board of Directors. Open to other ideas.**
- **Wrap up ASU project in 2023 (Karen Davis to reach out to professor to discuss space option to wrap up the project)**
- **Reinstitute ICMA/LGHN monthly meetings (suspended following Robert Donnan's departure in 2022)**
- **Discuss status of the affiliates conference policy shared with LGHN comments in 2023**
- **Other**